# WILDLIFE CRIME TECH CHALLENGE

## Communications Plan

Final (Version 2.0)

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# Table of Contents

# Table of Figures

# 1.0 Introduction

## 1.1 Context and background

In recent years, the market for wildlife products has surged to an estimated annual $19 billion in value[1], and consequently, so have poaching levels.  The trend threatens the survival of iconic species such as elephant, rhino, great white sharks and African grey parrot.

Demand for wildlife and wildlife products has rapidly increased, driven in part by economic growth in Asian markets, attracting transnational criminal networks to the business of wildlife trafficking.  These elements are highly organized and deploy ever more advanced technology and weaponry such as helicopters and night-vision goggles, and sophisticated strategies to evade interdiction. They are helped by the fact that many countries have inadequate and weakly enforced laws in place and their officers are poorly equipped to police large geographic areas and porous borders.

There is growing consensus that the crisis cannot be adequately addressed through traditional conservation approaches. Wildlife trafficking threatens national and regional security, contributes to a climate of political corruption, and undermines economic development by weakening resource tourism and impacts countries' environmental health.

In July 2013, President Obama signed an Executive Order to combat wildlife trafficking that will mobilize resources across the U.S. government to address this critical challenge. The Wildlife Crime Tech Challenge (the Challenge) will be a key component of USAID's response to the Executive Order and contribution to the Implementation Plan for the National Strategy for Combating Wildlife Trafficking. It is expected that the Challenge will also contribute to the implementation of the Action Plan released by the Presidential Task Force on Combating Illegal, Unreported, and Unregulated (IUU) Fishing and Seafood Fraud.

Increasingly, technology is being leveraged to combat wildlife crime and shows great potential to solve key problems along the trafficking supply chain. For example, DNA analysis can determine whether a confiscated product has been derived from a protected species; and mobile technologies enable identification of illicit wildlife being sold in markets and more effective coordination of ranger patrols. These technologies contribute on a small scale to addressing critical gaps in the fight against wildlife crime. Abundant opportunities exist to apply new technology, or scale up existing technologies to halt wildlife trafficking, as well as find innovative solutions to outstanding problems.

## 1.2 Program overview

The Challenge will adopt an open competition platform to source innovative science and technology solutions to combat wildlife trafficking. It will offer Applicants an opportunity to produce and develop solutions that address four key issues: detecting transit routes; strengthening forensic intelligence and evidence; reducing consumer demand; and tackling corruption. The Challenge will enable the acceleration and scale-up of promising solutions by offering targeted investment and technical assistance. Scaling is a stage of innovation in which a product or service has successfully entered a market and is either expanding its number of users or entering additional markets.

This contract is being implemented by Integra Government Services International LLC (Integra) in collaboration with PricewaterhouseCoopers LLP (PwC) and Sonjara Inc. (Sonjara). Integra has also retained numerous subject matter expert advisors. Collectively, this team is referred to as the Challenge Implementation Team.

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[1] United Nations Office on Drugs and Crime (UNODC), 2014

USAID has engaged the National Geographic Society, the Smithsonian Institution, and TRAFFIC as Challenge Partners. The Challenge Partners may contribute marketing (such as outreach, advertising, and winner recognition), technical review, networks, judges, and other activities as agreed. Collectively, USAID, the Challenge Partners, and the Challenge Implementation Team are referred to as the Challenge Team.

## 1.3 Purpose and components

This Communications Plan provides details of the planned implementation of the WCTC Communications Strategy, which sets out two broad objectives:

- Design and conduct targeted outreach, engagement, and marketing efforts to attract a high number of high-quality applications from diverse Applicants

- Build an active community of stakeholders that will support scaling and acceleration

This Communications Plan covers activities that will support the implementation of the Challenge competition. The Communications Plan incorporates an audience analysis; major communications themes and key messages; proposed communications channels; a budget summary; and annexes inclusive of an audience database, communications matrix, social media content calendar, event calendar, social media policy, and style guide. Communication tasks pertaining to scaling activities in the second year of the program will be described in the subsequent scaling phase communications planning.

Throughout the Communications Plan, references to specific entities are meant to be illustrative and do not imply prioritization.

# 2.0 Key audiences

## 2.1 Audience types

The Challenge Team will pursue two broad tactics in support of Challenge implementation: (1) publicizing the Challenge to a wide pool of potential Applicants through an array of communications channels; and (2) leveraging the networks and resources of the most influential and/or relevant entities to reach potential Applicants with targeted messages.

Communications activities will concentrate primarily on two audiences: **Advocates** and **Applicants**. Advocates are entities with a stake in supporting the Challenge's goals. Applicants are organizations, corporations, or individuals that enter the Challenge competition. This document also makes occasional reference to **Scalers** (see below for a definition) because outreach to this category of stakeholders will commence in the later phases of the program.

**Advocates**

Advocates are individuals or groups who will support the Challenge Implementation Team to promote awareness of and participation in the Challenge, as well as help facilitate the development of an action community committed to the scaling and adoption of sourced technologies. Advocates may also lend their support or services and use their influence over Applicant audiences to promote and add credibility to the Challenge. Additionally, Advocates may ultimately be Applicants.

Potential Advocates include USAID Bureaus/Missions, the U.S. Global Development Lab, other U.S. government agencies, and organizations and individuals engaged in wildlife conservation, environmental protection, poverty reduction, economic development and anti-corruption, among others. For some Advocates, namely those active in conservation, the Challenge and its overall goals will dovetail closely with their operational focus. For others, it will be necessary to actively link Challenge issues to their focus. For instance, Transparency International could serve as an amplifier for the issue of tackling corruption. Examples of advocates that the Challenge Implementation Team hopes to reach include:

- International organizations such as UNDP, UNEP, and the World Bank

- Major conservation Non-Governmental Organizations (NGOs), such as Conservation International and the World Wildlife Fund

- Charitable organizations, such as The Duke of Cambridge Foundation and the MacArthur Foundation

- Treaty organizations such as the Convention on the International Trade in Endangered Species of Wild Fauna and Flora (CITES)

- Individuals that are already engaged in wildlife activism via social media and other peer networks, such as Dr. Paula Kahumbu, a wildlife conservationist (and National Geographic Emerging Explorer) who uses her personal Twitter account to reach tens of thousands of followers with important messages about preserving threatened wildlife and habitats

The Challenge Implementation Team realizes the importance of engaging Advocates with spheres of influence beyond the traditional wildlife conservation community, to include advocates for technology and open innovation, to reach and attract non-traditional Applicants to participate in the Challenge. This Communications Plan identifies communications channels and events to engage those audiences.

**Applicants**

Applicants are individuals or groups that submit solutions to the Challenge for evaluation and that, if selected, will work with USAID and other community members to scale the solution for adoption. They

may be **traditional Applicants** (i.e., individuals or groups already affiliated with wildlife trafficking issues) or **non-traditional Applicants** (i.e., individuals or groups that are not typically affiliated with wildlife issues, but that are owners or creators of technology solutions that potentially could apply to wildlife trafficking). Traditional Applicants may include, for example, NGOs and other nonprofit entities or individuals engaged in wildlife conservation. Non-traditional Applicants include any organization or individual not typically active in wildlife conservation and could potentially include technology collectives, advertising firms and surveillance and intelligence companies, to name a few. The Challenge Team is especially interested in sourcing applications from organizations that have not previously worked with USAID; women and women-owned businesses; entities based in developing countries; and organizations new to the issue of combating wildlife trafficking.

**Scalers**
Scalers are individuals or groups that will work with successful Applicants to scale proposed solutions for adoption. Although there will be some outreach to Scalers during Challenge implementation, they will play a more significant role in the Challenge during the scaling phase. The subsequent Scaling Phase Communications Plan will provide more detail on this.

Individual audiences may fall into more than one category as they play a variety of roles at different phases of the Challenge.

## 2.2 Audience Analysis

**Audience Groups and Segments**
Advocates and Applicants represent a broad range of entities and individuals. To effectively tailor Challenge messages to reach each target audience, the Challenge Implementation Team developed the two-tiered list of **Audience Groups and Segments** below (see Figure 1).

The Challenge Implementation Team's analysis to create Figure 1 factored in the overlap across Groups and the possibility that roles may shift in the transition from the competition phase to the scaling phase.
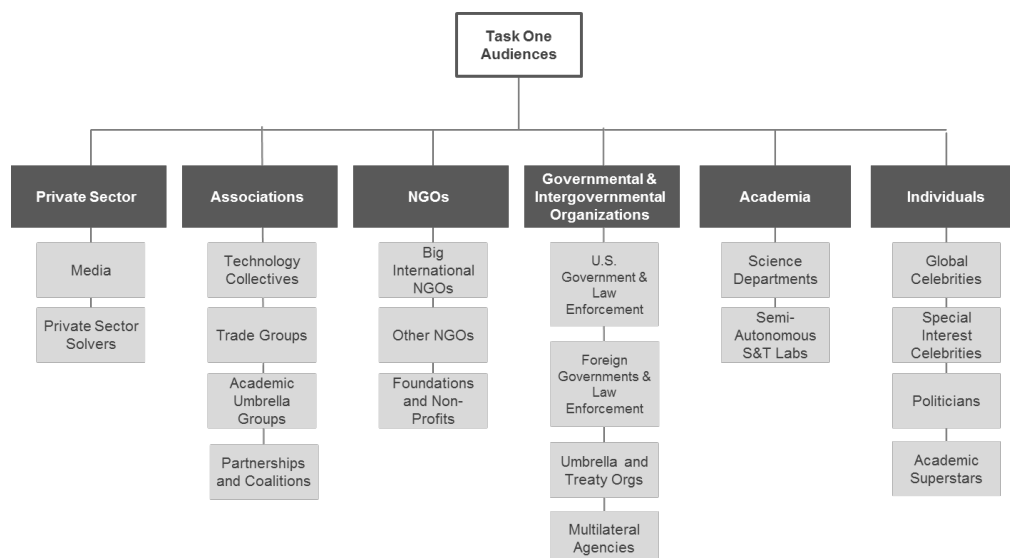


**Figure 1. Challenge implementation audience groups and segments[2]**

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[2] Note that the arrangement of audience groups and segments in the gray boxes does not denote hierarchy.

Figure 2 below provides examples of specific entities that fall within each of the segments.

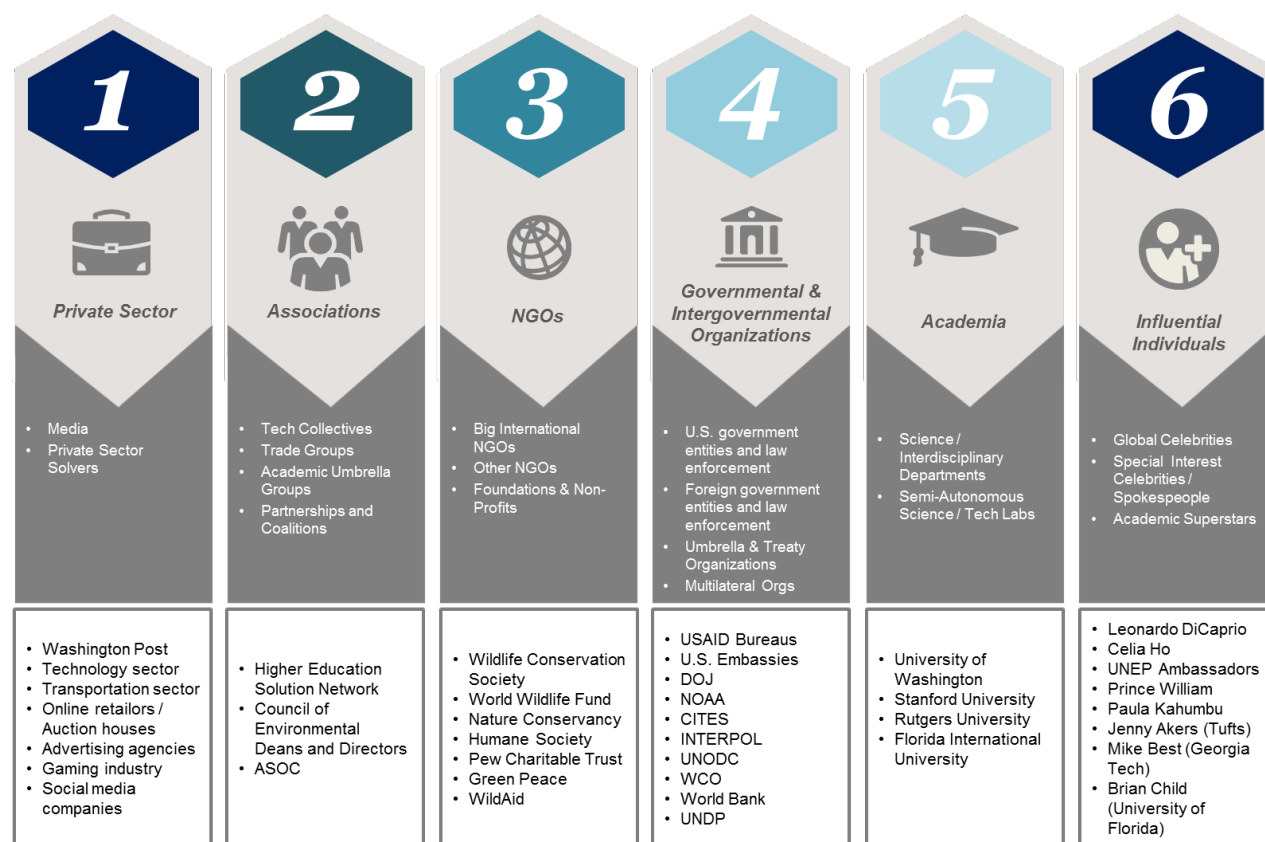| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|
| **Private Sector** | **Associations** | **NGOs** | **Governmental & Intergovernmental Organizations** | **Academia** | **Influential Individuals** |
| • Media<br>• Private Sector Solvers | • Tech Collectives<br>• Trade Groups<br>• Academic Umbrella Groups<br>• Partnerships and Coalitions | • Big International NGOs<br>• Other NGOs<br>• Foundations & Non-Profits | • U.S. government entities and law enforcement<br>• Foreign government entities and law enforcement<br>• Umbrella & Treaty Organizations<br>• Multilateral Orgs | • Science / Interdisciplinary Departments<br>• Semi-Autonomous Science / Tech Labs | • Global Celebrities<br>• Special Interest Celebrities / Spokespeople<br>• Academic Superstars |
| • Washington Post<br>• Technology sector<br>• Transportation sector<br>• Online retailors / Auction houses<br>• Advertising agencies<br>• Gaming industry<br>• Social media companies | • Higher Education Solution Network<br>• Council of Environmental Deans and Directors<br>• ASOC | • Wildlife Conservation Society<br>• World Wildlife Fund<br>• Nature Conservancy<br>• Humane Society<br>• Pew Charitable Trust<br>• Green Peace<br>• WildAid | • USAID Bureaus<br>• U.S. Embassies<br>• DOJ<br>• NOAA<br>• CITES<br>• INTERPOL<br>• UNODC<br>• WCO<br>• World Bank<br>• UNDP | • University of Washington<br>• Stanford University<br>• Rutgers University<br>• Florida International University | • Leonardo DiCaprio<br>• Celia Ho<br>• UNEP Ambassadors<br>• Prince William<br>• Paula Kahumbu<br>• Jenny Akers (Tufts)<br>• Mike Best (Georgia Tech)<br>• Brian Child (University of Florida) |

**Figure 2. Challenge implementation audience groups and segments and examples**

**Audience Segmentation**

The section below includes a brief description of each Audience Group and Segment along with a few examples, which are illustrative and are not meant to imply priority. For a comprehensive list of audiences, please see the **WCTC Audience Database**, which the Challenge Implementation Team has already begun to use to target various audiences. This database in the Communications Plan Annex is a living document which will be updated on a continual basis.

*Private Sector*

- **Media:** This segment includes national and international news and media outlets and publications, primarily but not exclusively internet based and including those with a development focus. Media organizations are valuable conduits for outreach because they can potentially reach a very wide range of possible Applicants. Examples include, but are not limited to Mongabey.com, UPI, the BBC, Huffington Post, TechCrunch, and Devex.com.

- **Private Sector Applicants:** This segment includes corporations, businesses, and start-ups relevant to one or more of the four Challenge issues, including entities affiliated with forensic science, information technology, online retail, cargo, surveillance manufacturing, modelling, game design, public relations, and behavior change. Examples include the institutions and networks of genomics firm Affymetrix, Ogilvy & Mather, eBay, General Assembly, Capital Factory, and Rovio, among others.

*Associations*

- **Technology Collectives:** This segment includes science and technology collectives and associations made up of individual developers, incubators, investors and others in the start-up sphere. Tech collectives and individual members are a non-traditional Applicant segment. Tech hubs exist across the world and often already engage in developments relevant to all four Challenge issues. Examples include Startup Grind, Not Impossible Labs, and MakerSpace, among others. To reach non-traditional Applicants and Advocates from the technology community in developing countries, the Challenge Implementation Team will target groups such as iHub, Appfrica, Hive Colab, Axlr8r, and Ushahidi. The Challenge Implementation Team will also target associations for women in science and technology, including Women Who Code and She++. See Audience Database for more information on technology audience segments.

- **Trade Groups:** This segment includes sector-specific professional, trade and business associations. Umbrella groups can be valuable as Advocates and, in the scaling phase, as Scalers.  Examples include the International Air Transport Association and the World Shipping Council, and groups such as the Association of Zoos and Aquariums and the International Chamber of Shipping.

- **Academic Umbrella Groups:** This segment includes forums and networks through which researchers, academics and scholars share data and cooperate to influence policy. Academic umbrellas are influential Advocates and likely to include members that are potential Applicants. Examples include the Higher Education Solutions Network (HESN), the Society for Conservation Biology, the Ecological Society of America and the Council of Environmental Deans and Directors.

- **Partnerships and Coalitions:** This segment includes groups of NGOs, trade groups, or other institutions and entities that have formed associations to achieve common goals. Examples include the Antarctic and Southern Ocean Coalition (ASOC).

*NGOs*

- **Big International Conservation NGOs (BINGOs):** This segment includes international conservation organizations with operations and offices in many countries. They are extremely relevant to the Challenge competition, being very influential in conservation. They also offer scaling opportunities. Examples include the World Wildlife Fund, Wildlife Conservation Society, Conservation International, and Oceana.

- **Other NGOs:** This group includes other NGOs with a direct focus on conservation or which may focus on issues relevant to the four Challenge areas or their impacts, including crime, demand reduction, development, and transparency and corruption. These NGOs will be useful primarily as Advocates. Examples include Transparency International, the Environmental Investigation Agency, RARE, Alliance of Religions and Conservation, Islamic Foundation for Ecology and Environmental Sciences, and WildAid.

- **Foundations:** This group includes organizations extending grant and other funding as well as technical assistance for conservation and other related goals. Foundations have extensive networks in terms of contacts and beneficiaries and are useful as Advocates and Scalers. Examples include the David and Lucile Packard Foundation and MacArthur Foundation.

*Governmental and Intergovernmental Organizations*[3]

- **U.S. Government and Law Enforcement:** This segment includes USAID Bureaus and Missions, U.S. Diplomatic Missions, and other U.S. government entities. Law enforcement agencies include the

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[3] Engagement and outreach with governmental and intergovernmental organizations will be led and managed by USAID through standard interagency processes.

U.S. Fish and Wildlife Service, NOAA, the U.S. Department of Justice, the U.S. Department of State, and the U.S. Customs and Border Protection.

- **Foreign Government and Law Enforcement:** This segment includes the Government of India, the Kenya Wildlife Service, and the Royal Canadian Mounted Police.

- **Umbrella and Treaty Organizations:** This segment includes organizations based on cooperation and/or international agreement among national governments and which pursue specific or general aims (i.e. conservation and fighting crime). They could be valuable Advocates and play other roles in scaling activities. Examples include INTERPOL, CITES, regional fisheries management organizations, International Consortium on Combating Wildlife Crime (ICCWC), and the International Union for Conservation of Nature (IUCN).

- **Multilateral Agencies:** This segment includes organizations formed between large numbers of nations to address issues relating to all members. They have tremendous influence even if their relevance to the four issues is indirect. Examples include the World Bank and the United Nations.

*Academia*

- **Science/Interdisciplinary Departments:** This group includes departments of universities at the cutting edge of research and development in relevant fields. These departments potentially offer a rich source of Applicants. Examples include Columbia's Earth Institute, Princeton's Environmental Institute, and the Nicholas Institute for Environmental Policy Solutions at Duke University.

- **Science and Technology Labs:** This group includes university laboratories and research facilities with a specific or narrow research focus. They represent a rich pool of potential Applicants. Examples include the University of Washington's Center for Conservation Biology, the University of Maryland's Institute for Advanced Computer Studies, and the Massachusetts Institute of Technology's (MIT) Media Lab.

There is a strong likelihood that potential Applicants within academia will be contacted via one of the academic umbrella groups mentioned above.

*Individuals*

- **Spokespeople:** This group includes prominent individuals with a passionate interest or direct participation in conservation efforts. They have a high level of influence and potential to advocate on behalf of the Challenge. Examples include Celia Ho and Paula Kahumbu.

- **Politicians:** This group includes primarily U.S politicians that advocate on behalf of conservation and environmental issues. They are an influential group with impact on a set of stakeholders that is otherwise unreachable: politicians and policymakers. Examples include Lindsey Graham and Sheldon Whitehouse, both of whom are members of the Senate International Conservation Caucus Foundation, an entity with which USAID has previously cooperated. There are two caucuses relating to technology that might be helpful in promoting the Challenge: The Congressional High Tech Caucus and the House Technology Transfer Caucus. Congressman Michael McCaul is a potential point person. However, the Challenge Implementation Team will not contact any politician without explicit consent from USAID.

- **Academic advocates:** This group includes professors and researchers at the cutting edge of a particular field that is relevant, whether related to forensics, conservation or other fields. They have great influence and prestige . Examples include Jenny Aker (Tufts University), Mike Best (Georgia Tech), and Brian Child (University of Florida).

# 3.0 Communications Themes and Key Messages

The Challenge Implementation Team has developed themes and key messages that we will use to continually communicate Challenge goals, processes, application criteria and incentives to participate. These messages will differentiate the Challenge from other technology challenges and wildlife-related campaigns and articulate eligibility requirements, selection criteria, prizes, and incentives to participate, including information about prizes and technical assistance. These messages will be transmitted via the Challenge website, traditional media, social media, email, in-person events, and advertising.

The themes and key messages are categorized by the four phases of Challenge implementation. These key messages are not for public consumption but consist of the basic information on which communications across all channels will be based. The messages are designed to be easily repeated and shared with Challenge Partners and other stakeholders to ensure that communications are accurate, timely, and consistent.  They will be tailored and edited to strike the appropriate tone for each audience segment and communications channel.

Based on a qualitative assessment of the relative value of tangible and intangible benefits of Prizes and Grand Prizes, key messaging to an internet incubator Applicant would emphasize prize money available to be won, as well as the benefit of doing something in the public interest. In reaching out to potential Applicants from developing countries, notably Indonesia, Kenya, China, and Uganda, we will craft messaging that emphasizes not only prize money but also national pride linked to conservation of species in the Applicant's home country. For Advocates, Challenge messages will emphasize the benefit and prestige of being associated with the Challenge and Challenge Partners, as well as helping to address wildlife crime.

The **Communications Matrix** included in the Communications Plan Annex provides a schedule for the timing of the key messages across various communications channels, and the responsible party for delivering and approving the messages.



**Figure 3. Challenge implementation communications phases**

The tables below includes key messages that the Challenge Implementation Team will tailor, iterate, and deliver via appropriate communications channels, to include the Challenge website.

## 3.1 Phase 1: Awareness (September 24 – April 22)

The goal of this phase is to kick off the Challenge through a series of launch and awareness building campaigns. Themes and key messages of this phase are designed to raise awareness of the Challenge among likely Applicants and to encourage them to participate.

Phase 1 communications themes include:

• Encouraging Applicants to apply by highlighting prize, promotion, and technical assistance incentives

• Promoting facts about the Challenge (the who, what, when, where, and how)

- Educating non-Applicant audiences about the scope of wildlife trafficking, why stopping the illegal trade is critical, how technology can offer solutions, and how they can get involved

- Raising awareness about the U.S. government's strategy to combat wildlife trafficking and about relevant Challenge Partner initiatives

## Theme 1: Facts about the Challenge

| Key Messages | |
|---|---|
| **Who is sponsoring the Challenge?** | • The Wildlife Crime Tech Challenge is an initiative of USAID in partnership with the National Geographic Society, the Smithsonian Institution, and TRAFFIC. |
| **What is the purpose of the Challenge?** | • The Challenge intends to reward innovative science and technology solutions that help combat wildlife trafficking.<br>• A number of factors have spurred a sharp increase in the illegal wildlife trade in recent years, and there is growing consensus that traditional models of conservation are no longer sufficient to protect biodiversity and preserve ecosystems.<br>• Following the selection of Winners, the Challenge intends to create a community among innovators, users, and the public that will collaborate on further innovation and technology scaling.<br>• The Challenge will also raise public awareness about the consequences for biodiversity of buying and using illegal wildlife parts.<br>• By harnessing the power of science and technology, the Challenge hopes to overcome key barriers in the fight against wildlife trafficking. |
| **What kinds of solutions is the Challenge looking for?** | • The Challenge is looking for innovations that will help in: detecting transit routes, strengthening forensic evidence and intelligence; reducing consumer demand; and tackling corruption.<br>• The Challenge is looking for solutions that address at least one of the four issues, and which can be scaled up for use by conservationists and others on the frontlines of stopping wildlife trafficking. |
| **What can I win?** | • Prize Winners will receive a Prize Package, consisting of a $10,000 cash prize, recognition, technical and networking support, and the opportunity to apply for a Grand Prize. The package also includes travel costs to an in-person award event.<br>• The Challenge will encourage a small group from the pool of Prize Winners to apply to win a Grand Prize. The Grand Prize will consist of a cash prize ranging in value from $100,000 to $500,000, as well as recognition. |
| **Who is eligible to apply?** | • The Challenge is open to innovators anywhere in the world with solutions that address at least one of the stated issues. |
| **When does the application window open?** | • The Challenge plans to begin accepting applications on Earth Day,  April 22, 2015. |
| **What is the application process?** | • The Challenge has three application stages. First, Applicants will submit a short Concept Note and, if selected, will be invited to submit a longer Prize Application. A group of Winners will be chosen to receive a Prize Package and will also be eligible to |

| | subsequently apply for a Grand Prize. |
|---|---|

**Theme 2: Information about combating wildlife crime**

| Key Messages | |
|---|---|
| **What is wildlife?** | • For the purposes of the Challenge, wildlife refers to aquatic and terrestrial fauna which covers mammals, birds, reptiles, amphibians, fish, and invertebrates. However, it is important to note that flora, or plants, are also targets of wildlife criminals, even if they are not a focus of this Challenge. |
| **What is wildlife crime? What is wildlife trafficking?** | • As defined by ICCWC, wildlife crime refers to acts committed contrary to national laws and regulations intended to protect natural resources and to administer their management and use. Some of these crimes occur solely in the country of origin, while others are also crimes in destination countries, i.e. where live specimens or their parts and derivatives are consumed.<br><br>• Wildlife trafficking is the poaching or taking of protected or managed species and the illegal trade in wildlife or wildlife parts and products. However the Challenge is focused only on trade-related aspects of trafficking. |
| **What is the scope of the problem?** | • Wildlife trafficking, worth an annual $19bn, has surged in recent years and poses a grave threat to iconic animals including species of tigers, elephants, and great white sharks. A thousand rangers have been killed protecting wildlife in the last decade.<br><br>• The trade also exerts serious consequences on governance, economic development and security in many countries. Traffickers steal the livelihoods of families that depend on tourism revenues and natural resources, and expose them to the hardened, dangerous criminals operating in their communities. |
| **Why is detecting transit routes an issue?** | • Transit routes are an issue because markets for wildlife and wildlife products are often in another country than the one in which they are sourced or captured. Criminals rely on several strategies to convey illegal wildlife products to markets. Detecting Transit Routes incorporates three elements: detection and monitoring of existing transit routes; forecasting future ones; and detecting and deterring wildlife trafficking via the internet. |
| **How can technology help in the detecting of transit routes?** | • Examples of technologies that can help in the detection of transit routes include GIS Technology for tracking shipments between source and destination. Modelling tools can assimilate data and make predictions about possible trafficking routes; algorithms can be used to intercept online trading of illegal wildlife. These are just a few examples. |
| **Why is strengthening forensic evidence and intelligence an issue?** | • Forensics is defined as the use of science or technology in the investigation and establishment of facts or evidence in a court of law. Government law enforcement— including wildlife rangers, police, customs officers, prosecutors, and judges—all depend on forensic investigation and evidence to successfully prosecute wildlife traffickers. |

| | |
|---|---|
| **How can technology help solve the issue of forensics?** | • DNA testing of animal parts and products, even barcoding, is an example of technology that can strengthen forensic evidence. However, these typically must be performed in a lab. Efforts are underway to develop a handheld scanner that will accurately identify animal parts at choke points and even distinguish illegal from legal items. Another example is a recently developed sophisticated fingerprinting technology that can be used to tie traffickers to specific crimes. |
| **Why is reducing consumer demand an issue?** | • As with all illicit trades, market demand is the key driving force. Demand for illegal wildlife and wildlife parts and products is partially historical: shark fin soup and tiger bones have been consumed for centuries. Yet rising populations and economic growth in the last few decades have created a sharp rise in consumption and threaten a number of species with extinction. |
| **How can technology help reduce demand?** | • Mobile phone apps can be used to educate consumers on the consequences of their actions before purchase. A number of video games have incorporated incentives for potential consumers intended to encourage them to rethink a consumer decision regarding an illegal wildlife product. |
| **Why is tackling corruption an issue?** | • Corruption occurs at every step of the supply chain for wildlife trafficking, taking in law enforcement and customs officials and even politicians. Typically, this corrupt behavior takes the form of the offering and receiving of bribes. |
| **How can technology help solve the issue of tackling corruption?** | • Technology can be deployed to increase transparency in wildlife supply chains and to create deterrents to corrupt practices by enabling whistleblowing or making money laundering trails detectable. |
| **What is USAID doing to combat wildlife trafficking?** | • USAID works directly with wildlife rangers, airline employees, customs agents, and others to address the illegal wildlife trade. The Agency has tripled its support to address this crisis, with up to $40 million being invested this year in the first line of defense against poachers and traffickers, bolstering community conservation, reducing demand for wildlife products, and developing innovative solutions. |

**Theme 3: Reasons to apply**

| **Key Messages** | |
|---|---|
| **What is the Prize? What is the Grand Prize?** | • The Challenge will select a group of Prize Winners to receive a Prize Package. The award consists of a $10,000 cash prize, recognition, technical assistance and networking support, and the opportunity to apply for a Grand Prize. The award package also includes travel costs to an in-person award event, which will provide an opportunity for Prize Winners to meet one another and network with potential users and consumers. |
| | • The Challenge will select a small group from the pool of Prize Winners to receive a Grand Prize. The Grand Prize will consist of |

| Key Messages | |
|---|---|
| | a cash prize between $100,000 and $500,000 as well as recognition. |

**Theme 4: Other ways to get involved**

| Key Messages | |
|---|---|
| **Are there other ways to get involved without submitting an application?** | • Yes. The Challenge is also looking for entities that can provide support with scaling up proposed solutions during the scaling phase of the Challenge. |
| **What is scaling up?** | • Scaling up refers to a stage of innovation in which a product or service has successfully entered a market and is expanding its customer base. |
| **What kind of scaling support will be needed for winning solutions?** | • Scaling support will include assistance with business plan development, marketing plans, product testing, pilot deployment, partnership development, and access to investors. |
| **What kind of scaling activities will take place after winners are announced?** | • After the award event, Prize Winners and Grand Prize Winners will have access to virtual collaboration spaces, group training and resources, and in-person scale events. |
| **Why should I sign up for the community of action?** | • Innovation works best as a collaborative process. As a group of innovators, the community can generate more and better ideas quickly, receive expert feedback and draw greater attention from larger groups of investors and potential customers or users. |

## 3.2 Phase 2: Competition (April 22 – June 30[4])

Phase 2 communications will focus on promoting the launch of the competition, communicating the details of how Applicants can apply, and engaging relevant audiences to shepherd them through the application process. This phase will be the most intensive stage of communications to enable the Challenge Implementation Team to achieve the desired number of Applicants from target groups. In this phase, the Challenge Implementation Team will continue to build on the themes and key messages from Phase 1 in addition to introducing or highlighting the additional themes below.

Phase 2 communications themes include:

- Promoting the submission process and timeline
- Informing potential Applicants about rules and eligibility criteria
- Providing details about how applications will be evaluated to guide solution design

**Theme 1: Educating potential Applicants about how to submit an application**

| Key Messages | |
|---|---|
| **What is the application process?** | • The Challenge has three application stages. First, Applicants will submit a short Concept Note and, if selected, will be invited to submit a longer Prize Application. A group of Finalists will be |

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[4] Indicative date, to be confirmed.

| | |
|---|---|
| | chosen to receive a Prize Package and will also be eligible to subsequently apply for a Grand Prize. |
| | • All applications will be submitted through the Challenge website. |
| **What is a Concept Note?** | • A Concept Note is a concise summary of the Applicant's solution. |
| | • The Concept Note will include (1) demographic information about the Applicant or the Applicant's organization; (2) a comprehensive description of the solution; (3) statement(s) of how the solution addresses the Challenge problem; and (4) a description of how the solution might scale to reach a significant number of users. |
| **What is the deadline to submit a Concept Note?** | • Applicants will have a window of several weeks in which to submit Concept Notes. The deadline will be announced upon the application window opening in Spring 2015. |
| **How many issues should my solution address?** | • Applicants will be required to select which issue their solution best addresses. However, the Challenge also welcomes cross-cutting solutions. |
| | • Applicants will have the opportunity to select as many secondary issues and/or problem areas as they feel are relevant to their solution. |
| **What is a Prize Application?** | • Finalists will be invited to submit a Prize Application. |
| | • Prize Applications will require the Applicant to elaborate on the information provided in the Concept Note and respond to additional questions to inform a detailed evaluation of the solution. |
| **How do I submit my application?** | • All Concept Notes and Prize Applications will be submitted through the Challenge website. However, the Challenge Team will work with Applicants who have poor or unreliable internet access to provide an alternative submission format. |
| | • Written submissions must be completed in full to be considered eligible for review. |
| | • Required information includes demographic/background information as well as responses to a structured series of questions about the solution. |
| | • Submissions will only be accepted in English. |
| **What if I do not want any recognition and/or I want my solution to remain confidential?** | • Recognition is an optional component of the award packages and the Challenge Team will request permission before making any information relating to a solution public. Additionally, the Challenge Team understands that there may be a need or desire for confidentiality, especially given the crime-related nature of the problem. The Challenge application portal is a secure site and Applicants' confidentiality will be safeguarded. |
| **What intellectual property rights** | • Applicants may want to pursue further development and use of |

| apply to solutions submitted? | intellectual property that is developed as a result of a Challenge award. While USAID generally retains a non-exclusive, non-transferable, irrevocable license for Federal purposes and the ability to sublicense others to do the same, during negotiations at later stages of the Challenge, USAID is willing to negotiate more limited rights for USAID. Regardless, Applicants retain ownership rights to their intellectual property. |
|---|---|
| **Will costs for developing applications be reimbursed?** | ● Applicants will be responsible for all costs associated with developing submissions and any associated research and development, prototyping, travel, and other expenses. |
| **When and how will I hear whether I have been selected to move forward in the competition?** | ● The Challenge Team will contact Applicants by email to inform them whether they have been selected as Finalists or Prize Winners. |
| **Who do I contact with questions about my application?** | ● If you have questions about preparing or submitting your Concept Note or Prize Application, please send us an email via the Contact Us portal on the Challenge website.<br><br>● The Challenge Team will be in touch to address your questions as soon as possible.<br><br>● We also encourage you to read the Frequently Asked Questions on the About Page of the Challenge Website. |

**Theme 2: Informing Applicants about Challenge rules and eligibility criteria**

| Key Messages | |
|---|---|
| **Who is eligible to apply?** | ● The Challenge is open to innovators anywhere in the world with solutions that address at least one of the stated issues. However, as the U.S government funds the Challenge, certain entities do not qualify to be Challenge Applicants. |
| **Who is ineligible to apply?** | ● Ineligible entities include U.S. and non-U.S. governments, as well as intergovernmental and treaty organizations. Colleges, universities, and research facilities that are funded by, and/or affiliated with, a government are not considered a government.<br><br>● Prizes will not be awarded to an organization from, or with a principal place of business in, a country subject to trade and economic sanctions administered by the Office of Foreign Assets Control (OFAC) of the Department of Treasury or to any individual or entity subject to targeted trade and economic sanctions administered by OFAC.<br><br>● The current list of OFAC restricted countries includes Iran, Syria, Cuba, North Korea, and Sudan. |
| **What information must incorporated Applicants provide with their application in order to be eligible?** | ● All incorporated Applicants must obtain a Data Universal Numbering System (DUNS) number and register with the System for Award Management (SAM).<br><br>● Obtaining a DUNs number is free and can be done online at no charge to the Applicants. Turn-around time is usually one |

| | |
|---|---|
| | • day after registration. |
| | • Applicants must provide a DUNS number and proof of SAM registration only after being selected as a Finalist. |
| | • We strongly encourage all Applicants that do not possess a DUNS number at the time of applying to begin this process as early as possible on reaching the Finalist stage. |
| **How will eligibility be assessed?** | • Eligibility will be assessed before solutions are submitted for technical review. |
| **At what stage of innovation should a solution be?** | • Solutions will be accepted and considered at all stages of innovation from proof of concept onward. |

**Theme 3: Informing Applicants on how applications will be evaluated**

| Key Messages | |
|---|---|
| **How will Concept Notes and Prize Applications be evaluated?** | • The judging and awarding process will be the same for both Finalists and Prize Winners. |
| | • Evaluation will include three stages – eligibility check, technical review, and judging. |
| | • Selection criteria will be used to objectively assess each application. |
| **Who will evaluate Concept Notes and Prize Applications?** | • A team of technical reviewers will thoroughly assess each submission. A minimum of two people will assess each eligible application against the selection criteria. A panel of judges will review the technical assessments and make award recommendations. |

## 3.3 Phase 3: Selection (July 1 – September 1[5])

Phase 3 communications will engage with Applicants to express appreciation for submitting applications and continuously engage Applicants by providing information on the status of their applications and next steps during the award phase. Selection phase communications will focus on building anticipation among target audiences for the announcement of Finalists, Prize Winners, and Grand Prize Winners.

Phase 3 themes include:

- Providing more details about the prize evaluation process, judges, and award announcement timeline

- Informing Applicants, Scalers, and other Challenge subscribers about how to stay engaged after the Challenge competition ends

**Theme 1: Communicating transparency about the Challenge evaluation process**

| Key Messages | |
|---|---|
| **When will I be told about the status of my application?** | • At each stage of the competition, the Challenge Team will |

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[5] Indicative dates, to be confirmed.

| | inform Applicants of decisions as soon as possible. We anticipate announcing Finalists in [to be determined month]. |
|---|---|
| **Will I receive feedback on my application?** | ● Feedback will be provided to both successful and unsuccessful Applicants at both the Finalist and Winner stages. |
| **Can I give feedback to the Challenge Team?** | ● Applicants are welcome to provide feedback to the Challenge Team at any time during the competition through the Contact Us button on the Challenge website. |

**Theme 2: Encouraging audiences to stay engaged following the close of the competition**

| Key Messages | |
|---|---|
| **How can I continue to support the effort to combat wildlife trafficking after the Challenge?** | ● [Will be determined at the end of Phase 2] |

## 3.4 Phase 4: Award notification and event (November – December 2015[6])

In Phase 4 of communications, the Challenge Implementation Team will focus on promoting winning solutions and encouraging attendance and participation at the Challenge award event. The Challenge Implementation Team will arrange for media coverage of the event to take full advantage of the public relations opportunity. During this phase, outreach to Scalers will become more targeted, as the Challenge Team will have a better understanding of the potential Prize and Grand Prize Winners and their solutions.

Phase 4 communications themes will focus primarily on promoting winning solutions and success stories. Key messages that support each of these themes will be determined at the end of the selection phase, as messages will be determined and informed by the solutions selected.

**Theme 1: Promoting winning solutions**

| Key Messages | |
|---|---|
| **How can the prize-winning solutions help to end wildlife trafficking?** | ● [Will be determined at the end of Phase 3] |
| **What are potential applications for these solutions?** | ● [Will be determined at the end of Phase 3] |
| **Why was the grand prize solution selected?** | ● [Will be determined at the end of Phase 3] |
| **What are the recent success stories of the solutions in action?** | ● [Will be determined at the end of Phase 3] |
| **How can you support scaling or adoption of these solutions?** | ● [Will be determined at the end of Phase 3] |

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[6] Indicative dates, to be confirmed.

# 4.0 Communications Channels

The Challenge Implementation Team will leverage multiple communications channels to reach target audiences and deliver key messages.  These channels are organized into three broad categories: **owned, earned,** and **paid**.

## 4.1 Owned media

Owned media include those communications channels that the Challenge Implementation Team will develop, launch, and maintain, including the Challenge website, blog, email newsletter, and social media accounts.

**The Challenge website**

The primary communications channel for the Challenge Implementation is the Challenge Website, **www.wildlifecrimetech.org**. The website will include information about: the Challenge competition; Challenge issues and problem areas; USAID and Challenge Partners' strategies and initiatives to combat wildlife trafficking; Challenge Partners; and a link to the blog with the latest Challenge and Challenge-related news. The site will also house the application portal through which Applicants will submit their Concept Notes and Prize Applications.

**The Challenge blog**

The Challenge Implementation Team will publish a Challenge blog on the Challenge website. This blog will capture the latest news and conversation related to the Challenge, including from relevant events. **The Challenge Implementation Team plans to work with USAID to publish a new blog post each week, aiming for publication on Tuesdays (see Communications Matrix for more details).**

The Challenge Implementation Team will promote each blog post through Challenge and third-party social media feeds and the Challenge's email newsletter in order to drive and sustain traffic to the site. Website visitors will have an opportunity to add comments to and share each blog post via their social media and email networks to amplify the reach of Challenge messages and increase in-bound links to the Challenge website. As noted in the Social Media Content Calendar in the annex of this plan, the Challenge Team will recruit influential wildlife trafficking and technology bloggers, including from the Challenge Partners, to serve as guest authors or interviewees for blog content. In addition, the Challenge Implementation Team intends to republish credited content including relevant blogs sourced from USAID, other websites, and possibly the Challenge Partners.

**News highlights**

The Challenge website will include third party content sourced from news and other reputable sources, including Challenge Partners, related to wildlife trafficking and technology.  The Challenge Implementation Team will exercise its judgment in selecting this content.

**Email newsletter**

The Challenge will publish an **email newsletter every two weeks for distribution to subscribers** interested in receiving regular Challenge updates. The Challenge Implementation Team will use MailChimp to build and maintain this email list through subscription registrations on the Challenge website and gathering email addresses via outreach events and activities. The newsletter will be distributed at such a time as to maximize blog updates and drive web site traffic, and will include timely calls to action to drive traffic to the website.

**Events**

The Challenge Implementation Team has identified numerous technology and conservation-focused events that represent the highest impact marketing and networking opportunities to reach target groups of potential Applicants, particularly non-traditional Applicants. The team will create a range of materials and products for dissemination at events with the goal of raising awareness and encouraging participation in the Challenge.

Some events that the Challenge Team has attended include:

- **South by Southwest** (including pitch by Global Development Lab at relevant panels)

- **USAID Asia's Scaling for Impact Summit**

- **The UN World Wildlife Day event at Central Park Zoo**

For a list of Challenge-related events, please see the **Events Calendar** in the annex of this Communications Plan.

**Press releases**

The Challenge Implementation Team will produce and disseminate press releases to announce important Challenge updates and milestones. Press releases will be disseminated primarily via an email blast to print and online media news channels.  A press release will go out to announce the launch of the Challenge competition and to announce Finalists, Prize Winners, and Grand Winners.

**Targeted email communications**

The Challenge Implementation Team will disseminate targeted email communications primarily via an email blast to contacts in the Audience Database. The Challenge Implementation Team will also work with USAID and Challenge Partners for targeted communications through their channels.

**Print materials**

The Challenge Implementation Team will produce and disseminate the following print marketing materials to supplement electronic, in-person, and social media communications and for use at events and conferences we have identified as well as. Examples of printed material include:

- A promotional business card with an audience-specific call to action, key information and contact information (see Communications Matrix)

- A one page (one-pager) informational handout on A4 paper for general event and conference audiences with the Challenge URL and other contact information (see Communications Matrix)

- A promotional "call to action" postcard with an image, Challenge Partner logos, an infographic about wildlife trafficking, key data about the Challenge including the timeline and the four Challenge issues and contact information including social media (see Communications Matrix)

- A promotional poster for use at events

- PowerPoint slides providing an overview of the Challenge, which can be customized for presentation to different audiences (see Communications Matrix)

**Social Media**[7]

*Twitter*
The Challenge Implementation Team will manage an active Twitter handle, **@Wildlife_Tech**, as the primary social media channel to promote and engage audiences about Challenge topics. Twitter is a particularly important tool for the Challenge Team to reach non-traditional Applicants, particularly in the technology community. The Challenge Implementation Team will **tweet content daily** to participate in ongoing conversations and trending topics related to wildlife trafficking and current technologies being used to combat it, as well as to stimulate new ones. **Optimally, tweets and retweets will also promote Challenge Partners and their initiatives and drive Applicant traffic to the Challenge blog.** Tweets will feature images and links wherever possible to stimulate interest and build a diverse following. The two primary hashtags the Challenge intends to use are **#StopWildlifeCrime** and **#WildlifeTech**.

*Facebook*
The Challenge Implementation Team will create and maintain a Facebook page that will be **updated multiple times per week** to target audiences, particularly those from developing countries. Facebook posts will promote and engage audiences about Challenge topics, share Challenge blog content, and promote relevant news stories on wildlife trafficking and Challenge partner initiatives. Facebook posts will feature images and links to news stories.

*LinkedIn*
The Challenge Implementation Team will build and maintain a **Wildlife Crime Tech Challenge LinkedIn Group** as a forum for potential Applicants and, subsequently, Scalers to network, build relationships, and collaborate. During the competition, the LinkedIn page will primarily be used to share weekly updates, blog posts, and thought leadership with the Challenge network and to attract potential Applicants. During the scaling phase of the project, the group may be used also to promote discussion and collaboration among Prize Winners, investors, and adopters.

*Chinese social media engagement*
China is one of the biggest illegal wildlife markets in the world. It serves as both the source country and end destination for many illegally trafficked species. All four Challenge issues are highly relevant in China. As such, there is a significant opportunity to engage Chinese stakeholders in the competition. The Challenge Team would like to target the Chinese audience using specialized channels potential participants in China do not have access to most of the proposed communication channels, including Facebook and Twitter.

In addition, wildlife products are consumed in China for multiple reasons. Due to the complexity of the issue, it is important to tailor the Challenge's messages to the Chinese audience in a way that is culturally and politically relevant and acceptable. The Challenge Team has a team member who is fluent in Mandarin Chinese and will be able to tailor the communication messages to suit Chinese social media platforms.

Compared to other social media outlets in China, Sina Weibo is the most widely used (43.6% of national internet users) and covers all types of occupations and age groups. It is also a public platform that allows unlimited reposting and comments, compared to WeChat, which is more private, one-to-one communication channel. Moreover, the Challenge Partners and other major NGOs in the field already

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[7] Please see Annex E for the Social Media Policy.

own Weibo accounts and have built up millions of Chinese followers. Using these channels would allow the Challenge Team to reach a much larger audience.[8]

## 4.2 Earned media

Earned media, or publicity gained through promotional efforts other than advertising, includes content and publicity on traditional, online, and social media channels managed by Challenge Partners, Advocates, and other trusted third parties. Examples of earned media channels include:

- **Partner Social Media Accounts:** The Challenge Implementation Team will suggest posts and other messaging for distribution in Challenge Partner social media networks, including Tweets, Facebook posts, and LinkedIn announcements. These posts will be coordinated with Challenge Partners in advance for approval.

  Additionally, the Challenge Implementation Team plans to reach non-traditional Applicants through the social media channels of U.S embassies and USAID country/region missions abroad, particularly Twitter and Facebook. The Challenge Team will require close support from USAID to leverage these channels.

- **Partner Email Newsletters:** As appropriate, the Challenge Implementation Team will provide announcements and links for distribution in relevant Challenge Partner email announcements and newsletters.

- **Relevant Publications, Blogs, and Websites:** The Challenge Implementation Team will seek to spread word about the Challenge via general news media, influential bloggers and thought leaders in the wildlife trafficking and technology communities. Journalists, bloggers, and experts that we hope to engage as advocates include:
  - Dr. Paula Kahumbu, Wildlife Direct
  - Dan Levin and Andrew Revkin, New York Times
  - Darryl Fears, Washington Post
  - Rebecca Morrell, BBC
  - Dan Vergano, USA Today
  - George Monbiot. The Guardian

For a full list of media and other contacts please see the **WCTC Audience Database** in the annex of this Communications Plan.

- **Third Party Social Media:** The Challenge Implementation Team will engage with influential individuals and organizations on Twitter, Facebook, and LinkedIn to earn tweets and retweets with a broad audience. Target social media accounts include:
  - **@ClintonGlobal**
  - **@WWF**
  - **@SaveTheRhino**
  - **@WildAid**
  - **United For Wildlife Google+ Page**
  - **Wildlife Conservation Network Facebook Page**

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[8] Engaging Chinese social media has been raised with USAID and is pending a final decision.

## 4.3 Paid media

**Executive Summary**

This paper provides, for USAID's consideration, a proposal for the use of paid media to target and attract Applicants to the Challenge website during the implementation phase. The Challenge Implementation Team intends to use Pay Per Click (PPC) channels, including Google AdWords, Twitter, LinkedIn, and Facebook. PPC is an internet advertising model used to direct traffic to websites in which advertisers pay when their ad is clicked

Targeted PPC campaigns deployed via these channels over a predetermined timeframe will allow us to attract applications from our target audiences with a tightly regulated outlay of funds.

Our strategy and ad budget will be guided by a detailed evaluation of website metrics tracked via Google Analytics, particularly the number of Challenge applications and email subscriptions completed from traffic referred via our paid media campaigns.

**Overview**

The overall goal of communications in the Challenge implementation phase is to attract as many high quality Applicants as possible to the Challenge website.

The Challenge Team proposes a maximum budget of $6,500 (or roughly 50% of the communications budget for year one) to spend on paid media. Any campaign would begin in or around April 2015 when the Challenge competition application window is expected to open, and finish not later than two weeks before the close of the window (July 1). Metrics, including click through rates (CTR) and conversions (number of Applicants registered), will be monitored weekly to evaluate ad campaign effectiveness and return on investment (ROI).

The Challenge Team plans to use paid media to drive up our conversion rate (the percentage of visitors to our website that submit a Challenge application).

We will monitor conversion rates and the number of completed applications that result from each paid media campaign via Google Analytics and other tools, and make adjustments as necessary. Daily results from Google Analytics will help us determine which social media platform and ad spend offers the highest ROI.

**Evaluation**

We created sample campaigns on four paid media platforms to gain an understanding of maximum costs, costs per day, and costs per engagement in order to compare them and evaluate effectiveness.

**LinkedIn**

LinkedIn ads are an effective option for the Challenge because they allow us to target audiences based on target audiences' job titles (conservation biologist; forensics data analyst); geography; and unique skills and interests. Another key advantage of LinkedIn is its integrated Lead Collection feature, which allows users to send contact information that would enable us to contact them.

With LinkedIn, advertisers control the cost of ad campaigns in two ways: by setting bids (the maximum cost per individual click or CPC), and setting budgets (the maximum total amount to spend per day). Unlike some of the other PPC options surveyed here, LinkedIn stipulates minimum daily spend ($10) and bid amounts ($2.00 per click) and also charges a one-time start fee ($5).

Our projected LinkedIn campaign incorporated the following parameters:

- A total maximum budget of $2000,

- A bid per click of $2.55 with a daily spending cap of $40.80  (equivalent to 16 clicks a day)

- A duration of seven weeks (beginning mid-April and continuing through end-May)

**Twitter**

Twitter ads or Promoted Tweets also offer numerous targeting options and potentially generate a lot of traffic quickly for a relatively low cost per click. As with LinkedIn, users of Promoted Tweets control their spending in two ways: bid and budget.

Our projected Twitter campaign incorporated the following parameters:

- A maximum total budget of $2000

- A cost per engagement of $4 with a daily spending cap of $25

- A campaign duration of 8 weeks

Twitter projects that this would provide us 500 engagements and a forecasted reach of 2 million Twitter users.

**Twitter Cards**

Twitter also has a new feature called Twitter Cards that has great potential for "call to action" type campaigns such as the Challenge is. With Twitter Cards, users can directly subscribe to your website to receive updates.  We are monitoring developments and feedback on the use of Twitter Cards.

**Facebook**

Facebook is less focused on career and profession and allows us to reach a very wide range of users. Facebook also allows us to track users by interests, in particular enabling us to target users that have made charitable donations to specific causes, including animal welfare and conservation. The Challenge's Facebook page has, in the space of a single week, garnered almost 200 likes and contributes slightly more than 80% of all visitors to the site from social media.

Our sample Facebook campaign incorporated the following parameters:

- A $1500 maximum total budget

- A maximum spend of $45 per day

- A duration of one month

This would, per Facebook's estimates, offer us a reach of 9,400 - 25,000 users daily and maximum daily click-throughs of 44.

**Google Adwords**

Google Adwords is a more mature product than Facebook, LinkedIn, and Twitter and has an enormous reach. The major strength of Adwords is that it allows us to target individuals that are searching for a solution using key words relevant to the Challenge directly at the point of search.

By using SpyFu and other Search Engine Optimization tools, we will select keywords that are both highly effective in attracting our target audiences and also affordable (e.g. technology challenge, tech challenge, and wildlife tech).

Our projected Google Adwords campaign incorporated the following parameters based on the keywords above:

- A maximum budget of $2400

- A daily maximum spend of $40

- A campaign duration of 8 weeks

Ads using these keywords would display at the top of search result pages, which should result in approximately 1,500 hits to the website through paid search alone.

*Sample ad targeting wildlife-conservation Applicants*

**Stop Wildlife Trafficking**
http://wildlifecrimetech.org/
Learn how you can help us fight
illegal trade with technology

*Sample ad targeting technology sector Applicants*

**Technology Challenge 2015**
http://wildlifecrimetech.org/
Have innovative tech idea? Apply
to win up to $500k & save animals!

**Conclusion**
The major benefit of PPC marketing is that it can be switched on and off without any lead-time, and it is possible to control spending stringently. With all the paid media platforms evaluated in this strategy, the Challenge intends to terminate or modify campaigns once targets are exceeded or, conversely, if we are not seeing the desired results.

The projections in this document are meant to serve as guidance and do not indicate fixed campaign plans.  Nor do we intend to signal here any intention to use one platform over another. We will be guided in making decisions by the results from our analytic tools. We have built in flexibility by presenting a range of platforms and yet, by setting a firm cap on budgeting, we can also guarantee that we will not exceed costs of $6500.

## 4.4 Audiences by Channel
**Figure 3** below provides further analysis of Audience Groups and Segments by the primary communications channels to reach them. This table will guide the development of key messages to target each audience.

| Audience Group | Audience Segment | |
|---|---|---|

| | | Primary Communications Channels |
|---|---|---|
| **Private Sector** | Media | • Press releases<br>• Twitter<br>• Challenge website |
| | Private Sector Applicants | • Association websites<br>• Targeted email communications<br>• Twitter<br>• Events<br>• Challenge website |
| **Associations** | Technology Collectives | • Twitter<br>• Targeted email communications<br>• Third party blogs<br>• Events<br>• Challenge website |
| | Trade Groups | • Press releases<br>• Targeted email communications<br>• Third party newsletters<br>• LinkedIn<br>• Challenge website |
| | Academic Umbrella Groups | • Press release<br>• Events<br>• Twitter<br>• Facebook<br>• LinkedIn<br>• Challenge Newsletter<br>• Challenge website |
| | Partnerships and Coalitions | • Events<br>• Twitter<br>• Targeted email communications |
| **NGOs** | Big Int'l NGOs | • Press releases<br>• Twitter<br>• Events<br>• Newsletters (Challenge and third party) |
| | Other NGOs | • Press release<br>• Events<br>• Newsletters (Challenge and third party) |
| | Foundations and Non-Profits | • Press releases<br>• Twitter<br>• Events<br>• Newsletters (Challenge and third party) |
| **Intergovernmental Organizations** | U.S. Government and Law Enforcement | • USAID internal and interagency channels |
| | Foreign Government and Law Enforcement | • USAID internal and interagency channels<br>• Partner newsletters and other channels |
| | Umbrella and Treaty Orgs | • Press releases<br>• Events<br>• Newsletters (third party) |
| | Multilateral Orgs | • Press releases |

| Audience Group | Audience Segment | Primary Communications Channels |
|---|---|---|
|  |  | • Events |
| Academia | Science/ Interdisciplinary Departments | • Press releases<br>• Events<br>• Targeted email communications |
|  | Science and Technology Labs | • Targeted email communications<br>• Other academic email directories<br>• Events<br>• Newsletters (third party) |
| Individuals | Special Interest Spokespeople | • Twitter<br>• Newsletters (third party) |
|  | Politicians | • Intermediaries |
|  | Academic advocates | • Press releases<br>• Newsletters<br>• Sector listservs<br>• Events<br>• Targeted email communications |

# 5.0 Measuring results

The Challenge Implementation Team will monitor the effectiveness and outcomes of its communications in accordance with the terms set out in an approved Monitoring and Evaluation (M&E) Plan.[9]  Feedback will be assessed weekly to enable adaptive management of communications activities.

# 6.0 Communications budget

The Challenge Implementation Team has a communications budget of approximately $35,000 over the life of the project.  Funds are available for event registration and attendance, video production, print materials, and other miscellaneous costs as required. The travel budget is separate. The Challenge Implementation Team has allocated approximately $20,000 to $25,000 of this budget for the Challenge competition phase, given the heavy emphasis on communications related to attracting Applicants and to scaling activities in the second year. Please see the section on paid media for more details.

Given that outreach is intended to be global, this communication budget will be allocated judiciously.  The Challenge Implementation Team will consider its participation in events very carefully, and if possible, will take advantage of any events or communication channels in which USAID and its Challenge Partners are sponsors or participants.

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[9] The draft M&E Plan was submitted to USAID on December 22, 2014 and is awaiting USAID written feedback.

# Communications Plan Annex

Annex A: Communications matrix

Annex B: Social media content calendar

Annex C: Event calendar

Annex D: Audience database

Annex E: Social media policy

Annex F: WCTC Style Guide